

Engagement Record for the Canada Infrastructure Bank

1. Summary

Over the past 18 months, the government has undertaken extensive consultations on the Canada Infrastructure Bank. Stakeholders included provinces and territories, municipalities, financial experts, and infrastructure experts in Canada and internationally.

- Finance Canada and Infrastructure Canada held over 200 engagements combined.
- Close to 220 organizations were consulted.
 - Close to 50 provincial, territorial, and municipal organizations (e.g., provincial and territorial governments, municipalities, procurement agencies, transit authorities)
 - Over 50 stakeholders in the investment and financing industry
 - Over 50 companies and business associations
 - Close to 20 advisory service providers (e.g., consultancies, law firms)
 - Close to 20 academic institutions, think tanks and international organizations

1. Records

Canada Infrastructure Bank Transition Office Stakeholder Engagement: January 2017 – Present

Stakeholder	Type of event	Date
World Bank Infrastructure Experts Consultation	Meeting	12-Jan
G20 Global Infrastructure Hub (Sydney, Au) Consultation	Call	17-Jan
Torlys LLP Roundtable on CIB	Call	20-Jan
Residential and Civil Construction Alliance of Ontario (RCCAO) Briefing	Call	25-Jan
RBC Infrastructure/ Capital Markets	Meeting	30-Jan
National Bank Roundtable with Canadian Infrastructure Investors	Roundtable	30-Jan
StrategyCorp Briefing (Municipal issues)	Meeting	30-Jan
McKinsey & Company Infrastructure	Meeting	30-Jan
Stepstone Infrastructure & Real Assets	Meeting	30-Jan
CCPPP Executive Council Retreat* (see below for more information)	Roundtable	02-Feb
Western Economic Diversification Canada (CIB briefing)	Call	06-Feb
Waterfront Toronto	Call	07-Feb
CIBC Infrastructure Roundtable	Meeting/call	10-Feb
Canadian Life and Health Insurance Association (CIB Briefing)	Call	15-Feb
Bennett Jones LLP	Meeting	15-Feb
Toronto Association of Business Economics (Presentation on CIB)	Speech	16-Feb
Export Development Canada	Meeting	17-Feb
Business Development Canada	Meeting	17-Feb
Great West Life	Meeting	17-Feb
Vancouver Fraser Port Authority	Meeting	17-Feb
EY Infrastructure Vancouver	Meeting	17-Feb
Bennett Jones	Meeting	22-Feb
BC Ministry of Infrastructure and Transportation	Meeting	22-Feb
Ontario Teachers Pension Plan Briefing	Roundtable/Call	24-Feb
Institute on Governance	Meeting	28-Feb
CD Howe Infrastructure Conference (Montreal)	Conference	01-Mar
Global Infrastructure Investor Association (GIIA) /CD Howe Event	Panel/Seminar	01-Mar
G20 Global Infrastructure Hub Consultations	Meeting	01-Mar
Federation of Canada Municipalities (FCM) CIB Briefing	Meeting	02-Mar
Institute on Governance	Meeting	06-Mar
BC Municipal Financial Authority	Call	06-Mar
Parliamentary Budget Office - CIB Briefing	Meeting	08-Mar
Western Economic Diversification Canada/Alberta	Call	08-Mar
CONCERT INFRASTRUCTURE - CIB Briefing	Meeting	09-Mar
Ministère des Finances de Québec re projects	Call	09-Mar
HSBC Infrastructure	Meeting	10-Mar
Translink and Big City Mayors Council	Call	10-Mar
CDEV	Meeting	14-Mar
Canadian Energy Infrastructure Corporation	Call	16-Mar

Australia Department of Infrastructure and Regional Development	Meeting	20-Mar
KPMG re: UK Green Bank	Meeting	20-Mar
PWC Infrastructure	Meeting	21-Mar
BC Municipal Financial Authority	Call	21-Mar
Association of Canadian Port Authorities Briefing	Meeting	23-Mar
Bank of Canada briefing on CIB	Meeting	23-Mar
State Secretariat for International Financial Matters SIF (Swiss)	Meeting	24-Mar
Scotiabank Infrastructure	Meeting	27-Mar
TD Asset Management	Meeting	27-Mar
Anbaric Transmission	Meeting	03-Apr
Globe Capital Forum Conference - Financing 21st Century (Green Focus)	Panel	04-Apr
Ontario Teachers' Pension Plan Member Representatives:	Meeting	05-Apr
Ontario Secondary School Teachers' Federation (OSSTF)	Meeting	05-Apr
Ontario Teachers' Federation (OTF)	Meeting	05-Apr
Elementary Teachers' Federation of Ontario	Meeting	05-Apr
Ontario English Catholic Teachers' Association (OECTA)	Meeting	05-Apr
Association des enseignantes et des enseignants franco-ontariens (AEFO)	Meeting	05-Apr
CDPQ	Meeting	07-Apr
Deloitte Infrastructure	Meeting	10-Apr
Calgary Economic Development	Meeting	10-Apr
Berkshire Hathaway Infrastructure/Alberta	Meeting	19-Apr
Partnerships BC /PPP	Call	19-Apr
Government NWT	Meeting	24-Apr
Ottawa Economics Association Presentation on CIB	Speech	25-Apr
World Economic Forum (Event and Meeting re Infrastructure)	Meeting	25-Apr
Export Development Canada	Meeting	26-Apr
International Monetary Fund (IMF) re CIB	Meeting	26-Apr
Cintra Infrastructure	Meeting	27-Apr
BC Ministry of Infrastructure and Transportation	Call	01-May
Russell Reynolds	Call	03-May
IL&FS India	Meeting	03-May
Canadian Pension Fund Heads of Public Affairs & Communication meeting (Top 10 funds) Briefing on CIB	Call	05-May
Hatch	Meeting	09-May
BC Municipal Financial Authority	Call	12-May
Transit Authorities (Ottawa, Montreal, Calgary, Toronto, Brampton, VIA Rail) Montreal roundtable	Roundtable	15-May
Canadian Utilities LTD and ATCO Group (Alberta)	Meeting	17-May
Vancity	Meeting	17-May
Canada Green Building Council	Meeting	18-May
Center for International Governance Innovation	Call	18-May
Canadian Chambers of Commerce Infrastructure Committee CIB Briefing	Call/roundtable	19-May

International Monetary Fund (IMF)	Meeting	24-May
Via Rail	Meeting	25-May
Business Council of Canada - Chief Executives	Meeting	25-May
OMERS Infrastructure	Meeting	26-May
HSBC Infrastructure	Meeting	26-May
CCPPP	Call	30-May
Federal-Provincial-Territorial ADM Infrastructure Forum:	Event	31-May
Nunavut	Event	31-May
Yukon	Event	31-May
Northwest Territories	Event	31-May
Province of British Columbia	Event	31-May
Province of Alberta	Event	31-May
Province of Saskatchewan	Event	31-May
Province of Manitoba	Event	31-May
Province of Ontario	Event	31-May
Province de Québec	Event	31-May
Province of Newfoundland and Labrador	Event	31-May
Province of New Brunswick	Event	31-May
Province of Prince Edward Island	Event	31-May
Province of Nova Scotia	Event	31-May
P3 Hub CCPPP BC event** (see below for more information)	Conference	31-May
Stonebridge Financial Corp (Montreal/Toronto)		31-May
Ontario Chamber of Commerce event	Panel	01-Jun
Terrestrial Energy	Meeting	02-Jun
Fed of Canadian Municipalities Annual Conference	Panel on CIB	02-Jun
BC Women Infrastructure panel	Event	06-Jun
Mitsubishi Canada Ltd. Infrastructure Investors (Japan)	Meeting	06-Jun
City of Edmonton	Meeting	07-Jun
City of Calgary	Meeting	07-Jun
EPCOR Utilities	Meeting	07-Jun
Acasta Capital Indigenous	Meeting	08-Jun
Metro Vancouver	Meeting	08-Jun
Translink, Metrolink and AMT	Joint Meeting	09-Jun
Long Term Infrastructure Investors Association	Event	12-Jun
BMO Infrastructure	Meeting	13-Jun
Brookfield Infrastructure	Meeting	13-Jun
City of Winnipeg	Meeting	13-Jun
Gowlings LLP infrastructure	Meeting	14-Jun
City of Saskatoon	Meeting	14-Jun
City of Regina	Meeting	14-Jun
Government of Japan	Meeting	19-Jun
Toronto, Mississauga, Brampton, Oakville, Burlington, Hamilton, and the regions of York, Durham, Peel and Halton	Joint Meeting	20-Jun
Institute of Fiscal Studies and Democracy	Meeting	Jun
Australia Trip*** (see below for more information)	Event	22-29-Jun
Presentation Asia Pacific Financial Forum	Conference	25-Jul

IPA/Finance Canada/Infrastructure Canada	Meeting	26-Sep
Infralawforum	Conference	2-Oct
G20/OECD Task Force LT Investing in Infra/CIB – private sector workshop	Meeting	2-Nov
P3 2017 25th Annual Conference	Conference	6-Nov
Infrastructure Investor Global Summit 2018 Berlin Germany	Conference	20-Mar-2018
P3 Hub Ottawa	Conference	1-3-Apr-2018

*** CCPPP Caledon Executive Retreat Feb 1-3, 2017**

Stakeholders
CCPPP
Torys LLP
Aon Reed Stenhouse Inc
Infrastructure Ontario
Partnerships British Columbia
Macquarie Capital
City of Barrie
Fengate Real Asset Investments
Meridiam Infrastructure
RBC Capital Markets
Dentons Canada LLP
CIBC Capital Markets
Stonebridge Financial Corporation
Hochtief PPP Solutions North America, Inc
DBRS Limited
SNC-Lavalin Inc
Concert Infrastructure FT Inc.
Association of Consulting Engineering Companies - Canada
Johnson Controls
TI7 Inc.
Bird Construction
WSP Canada Inc.
Gracorp Capital Partners LP
McCarthy Tétrault LLP
Hatch Corporation
EY
Plenary Group
EllisDon Corporation
Ontario Construction Secretariat
Blake, Cassels & Graydon LLP

****P3 Hub Conference in Vancouver, May 31 and June 1, 2017**

Stakeholders	
Services CST Trust Company	Graham Capital
City of Calgary	Dentons Canada
District of North Vancouver	Altus Group
Partnerships BC	Shaw Canada
BBGI Management HoldCo Sarl	Ledcor
Bird Construction	Siemens
LeighFisher Canada	Aecon Group
Bennett Jones	Tetrattech
Former Politician	Hanscomb
Urban Systems	John Laing
Peter Kiewit Sons	B +H Architects
Acciona Infrastructure Canada	E &Y
Service Works Global	Angus Reid Institute
Stantec Consulting	DIALOG
Kasian Architecture Interior Design	City of Surrey
PCL Constructors Westcoast	Plenary Group
Kiewit Canada Development Corp	Dragados Canada
DLA Piper (Canada)	Plenary Concessions
Temixw Planning	Farris, Vaughan, Wills & Murphy
Aon Risk Solutions	Fengate Real Asset Investments
Graham Capital	Black & McDonald
P3 Bulletin	Blake, Cassels & Graydon
Hatch	AECOM Canada
RATP Dev Canada	The City of Portage la Prairie
EllisDon Corporation	Mitsui & Co (Canada)
McElhanney	BDO Canada
Translink	Western Canada Travelers Canada
COWI North America	Concert Infrastructure
Bouygues Energies and Services	Aggregates LafargeHolcim
Forum Equity Partners	Collings Johnston
Pomerleau	CCPPP
SNC-Lavalin	Borden Ladner Gervais
Gowling	Flatiron Constructors Canada
North America VINCI Concessions	Stuart Olson Construction
SaskBuilds	BC Housing
Aon Infrastructure Solutions	Urban Systems
Alternative Delivery Canada CH2M	McCarthy Tetrault
Infrastructure Ontario	Marsh Canada
IBI Group	ENGIE Services
Mott MacDonald	Buildings Stantec Consulting
Macquarie Capital	

*** Australia Trip with Minister Sohi June 22-29, 2017

Stakeholders
Consul General of Canada in Sydney
Infrastructure Australia
NSW Minister for Transport and Infrastructure
Macquarie Infrastructure and Real Assets
IFM Investors
Plenary Group
Spark Infrastructure
Canadian Institutional Investors in Australia:
Borealis Infrastructure Australia
Brookfield Infrastructure Group Australia
Canada Pension Plan Investment Board
Queensland Infrastructure Corporation
Assistant Minister for Cities and Digital Transformation
Minister for Infrastructure and Transport
Minister for Urban Infrastructure

AFR National Infrastructure Summit:

Infrastructure and Transport
 Greater Sydney Commission
 Infrastructure, Transport, Cities and Regional Development
 Urban Infrastructure
 Roads, Maritime and Freight
 Deloitte
 NAB
 Infrastructure Australia
 Grattan Institute
 Sydney Motorway Corporation
 Transurban
 Global Infrastructure Hub
 Commonwealth Bank
 Australian Institute of Project Management
 Tesla Motors
 Plenary Group
 Infrastructure Australia
 Department of Planning, Transport and Infrastructure
 Transdev
 Infrastructure Victoria
 Transgrid
 Department of Planning and Environment (NSW)

Infrastructure Partnerships Australia
 City of Sydney
 Arup
 Aurecon
 Stockland
 John Grill Centre for Project Leadership
 Spotless
 QIC
 Grattan Institute
 UNSW
 GetUp!
 Roads Australia
 GoGet
 ARENA
 NSW Treasury
 University of Sydney
 Reposit
 RACV
 Macquarie Asset Management
 Institute of Transport and Logistic Studies
 Beca
 VicHyper
 Ultraspeed Australia
 GHD Advisory

Finance Canada Stakeholder Engagement: January 2016 – Present

Stakeholder	Type of event	Date
Ontario Teachers' Pension Plan	Call	21-Jan-16
Canadian Life and Health Insurance Association	Meeting	22-Jan-16
Caisse de dépôt et placement du Québec	Meeting	25-Jan-16
Infrastructure Funding and Evaluation - Workshop at the University of Ottawa	Workshop	27-Jan-16
Canadian Electricity Association	Meeting	1-Feb-16
Canadian Electricity Association	Meeting	12-Feb-16
Business Development Bank of Canada	Meeting	18-Feb-16
AECOM Canada	Paying for Infrastructure Conference	6-Apr-16
Public Policy Forum	Paying for Infrastructure Conference	6-Apr-16
Torlys LLP	Paying for Infrastructure Conference	6-Apr-16
University of Calgary	Paying for Infrastructure Conference	6-Apr-16
University of Toronto	Paying for Infrastructure Conference	6-Apr-16
Residential and Civil Construction Alliance of Ontario	Roundtable on a Canadian Infrastructure Bank	26-Apr-16
University of Toronto	Roundtable on a Canadian Infrastructure Bank	26-Apr-16
Bennett Jones	Meeting	7-Jun-16
Bennett Jones	Growth Council Engagement	22-Jun-16
ScotiaBank	Meeting	5-Jul-16
ScotiaBank	Meeting	6-Jul-16
Public Policy Forum	Meeting	7-Jul-16
Public Policy Forum	Meeting	8-Jul-16
University of Toronto	Growth Council Engagement	11-Jul-16
University of Toronto	Growth Council Engagement	12-Jul-16
CD Howe Institute	Growth Council Engagement	13-Jul-16
KPMG	Growth Council Engagement	15-Jul-16
University of Calgary	Growth Council Engagement	2-Aug-16
Infrastructure New South Wales	Growth Council Engagement	4-Aug-16
CCInnovations	Growth Council Engagement	11-Aug-16
University of Toronto	Growth Council Engagement	11-Aug-16
Centre for the Study of Living Standards	Growth Council Engagement	11-Aug-16
TD	Growth Council Engagement	11-Aug-16
Investment Industry Association of Canada	Meeting	29-Aug-16
KPMG	Meeting	27-Sep-16
Ontario Teachers' Pension Plan	Meeting	18-Oct-16
Alberta Investment Management Corporation	Call - Conference	1-Nov-16

Borealis Infrastructure	Call - Conference	1-Nov-16
British Columbia Investment Management Corporation	Call - Conference	1-Nov-16
CDPQ Infra	Call - Conference	1-Nov-16
CPP Investment Board	Call - Conference	1-Nov-16
Healthcare of Ontario Pension Plan	Call - Conference	1-Nov-16
Infrastructure Ontario	Call - Individual	1-Nov-16
Investment Management Corporation of Ontario	Call - Conference	1-Nov-16
KPMG	Call - Conference	1-Nov-16
Ontario Municipal Employees Retirement System	Call - Conference	1-Nov-16
Ontario Pension Board	Call - Conference	1-Nov-16
Ontario Teachers' Pension Plan	Call - Individual	1-Nov-16
OP Trust	Call - Conference	1-Nov-16
Partnerships BC	Call - Individual	1-Nov-16
PSP Investments	Call - Conference	1-Nov-16
British Columbia Municipal Finance Authority	Call - Individual	4-Nov-16
Royal Bank of Canada Capital Markets	Call - Individual	4-Nov-16
Alberta Investment Management Corporation	Round Table	14-Nov-16
BMO Financial Group	Round Table	14-Nov-16
Borealis Infrastructure	Round Table	14-Nov-16
British Columbia Investment Management Corporation	Round Table	14-Nov-16
Brookfield Asset Management	Round Table	14-Nov-16
Caisse de dépôt et placement du Québec	Round Table	14-Nov-16
Canada Imperial Bank of Commerce	Round Table	14-Nov-16
CPP Investment Board	Round Table	14-Nov-16
Desjardins Group	Round Table	14-Nov-16
Healthcare of Ontario Pension Plan	Round Table	14-Nov-16
Investment Management Corporation of Ontario	Round Table	14-Nov-16
Manulife	Round Table	14-Nov-16
Ontario Municipal Employees Retirement System	Round Table	14-Nov-16
Ontario Pension Board	Round Table	14-Nov-16
Ontario Teachers' Pension Plan	Round Table	14-Nov-16
OP Trust	Round Table	14-Nov-16
PSP Investments	Round Table	14-Nov-16
Royal Bank of Canada	Round Table	14-Nov-16
Scotiabank	Round Table	14-Nov-16
Sun Life Financial	Round Table	14-Nov-16
TD Bank Group	Round Table	14-Nov-16
Manulife	Round Table	16-Nov-16
Canada Imperial Bank of Commerce	Call - Individual	17-Nov-16
Sun Life Financial	Round Table	17-Nov-16
Canada Life	Round Table	18-Nov-16
Canadian Life and Health Insurance Association	Round Table	19-Nov-16
Industrial Alliance	Round Table - Dialed In	20-Nov-16
Canadian Life and Health Insurance Association	Round Table	21-Nov-16

Manulife	Meeting	21-Nov-16
Canadian Life and Health Insurance Association	Round Table	22-Nov-16
Manulife	Round Table - Dialed In	23-Nov-16
CPP Investment Board	CPPIB Dinner with Federal DMs	24-Nov-16
KPMG	Meeting	6-Dec-16
World Bank	World Bank Exchange on Infrastructure Development	15-Dec-16
Public Policy Forum	Meeting	4-Jan-17
Residential and Civil Construction Alliance of Ontario	Call - Individual	25-Jan-17
Ontario Teachers' Pension Plan	Meeting	24-Feb-17
Scotiabank	Meeting	27-Mar-17
TD Bank Group	Meeting	27-Mar-17
Municipal Finance Authority of BC	Financial Forum session on Infrastructure	30-Mar-17
Canada Council for Public-Private Partnerships	Meeting	11-Apr-17
Canadian Life and Health Insurance Association	Working Lunch	11-Apr-17
Great-West Life Assurance Company	Working Lunch	11-Apr-17
Manulife	Working Lunch	11-Apr-17
Sun Life Financial	Working Lunch	11-Apr-17
Calgary Economic Development	Meeting	12-Apr-17
US Treasury	Meeting	14-Apr-17
Global Containers Terminals Inc.	Meeting	17-May-17
Prospectus Associates	Meeting	17-May-17